



# *Strategic* **SAN FRANCISCO MARITIME NATIONAL HISTORICAL PARK** *Plan*

APPENDIX | JUNE 2004

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NATIONAL PARK SERVICE U.S. DEPARTMENT OF THE INTERIOR



San Francisco Maritime  
National Historical Park

# *Strategic Plan*

## Appendix

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## TEAM 1

### A1. Historical Resources + A3. Technical Skills Availability and Preservation

#### *List of Members:*

Michael Bell

Bill Doll

Steve Canright

Steve Hyman

Chris Jannini

John Conway

Rob Kier

Erik Olson

## TEAM 1 - HISTORIC STRUCTURES

### **Criteria**

The following criteria were used to determine a condition rating and preservation goal for the structures in this category.

- A: Excellent condition (operational if appropriate)
- B: Good (historical integrity maintained)
- C: Fair (maintainable – rain tight – but may not meet preservation goal)
- D: Poor (not being maintained, unstable)
- F: Fail (not able to repair in time)

### **Overall Strategy**

The overall strategy for this section was to develop an understanding of the current condition and preservation goal of these resources then develop the corrective or preventive maintenance needs to reach our goal. Within the matrix, staffing needs are referenced for required ongoing daily maintenance. Separate project or contracted related requirements are noted in each comment section. The task group will remain active to develop details within the plan of each resource.

- Develop scorecard for rating - completed
- Institute a survey plan if required - completed
- Identify staffing needs (A3: Technical Skills)
- Identify equipment and workspace needs

### *A1.1 Scow Schooner Alma*

**Action:** Operate and Maintain  
**Timeline:** On-going  
**Responsible Person:** Facilities Manager  
**Funding:** ONPS

Rating	<b>A</b>
Preservation Goal-operational	<b>A</b>
Level of Effort Required	<b>Maintain</b>
Type of Operation	<b>High - Operational</b>
Carrying Capacity	<b>21 programs – Age of Sail 30 Park programs</b>
FTE Requirement	<b>3</b>

Comments:

Carrying Capacity: The Alma is currently in operating condition. One FTE is used to operate the vessel and perform minor upkeep and maintenance. The Age of Sail program is dependent on the use of volunteers and one Age of Sail deckhand. There are no back-up Captains at this time and no NPS deckhands to support the Captain. Optimum crew during operations would be 1 Captain and 3 additional trained NPS staff. There are approximately 50 trips for the Alma per year.

Required Cyclic Drydocking: The vessel is scheduled for yearly drydocking and inspections. Typically the Captain and one NPS Contracting Officers Representative go with the vessel to the drydock for a period of four weeks.

- Consumptive use permit should be considered.
- Intake Deckhand program should be considered.

### *A1.2 Ship Balclutha*

**Action:** Exhibit as Static Display  
**Timeline:** January 2009  
**Responsible Person:** Facilities Manager  
**Funding:** ONPS

Rating	<b>C+</b>
Preservation Goal	<b>A</b>
Level of Effort Required	<b>Staff, money, planning</b>
Type of Operation	<b>Public Exhibit/Age of Sail</b>
Carrying Capacity	<b>130 – Fire Emergency Limit</b>
FTE Requirement	<b>5</b>

Comment:

The vessel is in our cyclic drydocking program on a five year rotation and requires 1 Contracting Officers Representative and 2 maintenance personnel for a period of six weeks.

FY2004 Short-term: The ship will receive funding for acquisition and installation of cordage this year for cyclic repairs to the rigging. The project requires immediate inspections to update requirements and 2 additional historic preservation specialists to provide the labor for inspections and upgrades.

Lower Hold Paint-Out: A low cost proposal, approximately \$ 5,000 and existing staff and materials, has been suggested to coat and manage lead paint in-place. The value is immediate use of space in the hold for volunteers and staff for rigging and repairs.

- Historic Structures Report (HSR)
- Furnishings Plan
- Need to survey rig – Ongoing to support FY2004 PMIS packages
- Lead paint management - Capable in-house manage coatings in place
- Stringers need repair – Contract during shipyard availability, FY2005
- Extra rigging and sails (interpretive element) – As funding and FTE are available

*A1.3 Schooner C. A. Thayer*

**Action:** Rehabilitate to “Sailworthy” condition

**Timeline:** January 2007

**Responsible Person:** Facilities Manager/Contracting

**Funding:** Line Item

Rating	<b>D</b>
Preservation Goal	<b>A</b>
Level of Effort Required	<b>Contract and SAFR staff</b>
Type of Operation	<b>Operational</b>
Carrying Capacity	<b>Shipyard Tours -2 years</b>
FTE Requirement	<b>3</b>

Comment:

Contract: A contract for the full rehabilitation of the vessel has been awarded. The vessel will be closed to the public November 17 and removed from Hyde Street Pier December 2, 2003. The goal is to return the ship from the contractor in sailworthy condition. For the next two years the vessel will require 3 FTE to support and monitor the contracted rehabilitation.

Follow-up to Rehabilitation Contract: The Park will complete topside work such as rigging, trimwork and possibly deckhouses. FTE requirements will be determined depending on yard accomplishments.

- HSR
- Furnishings Plan
- Operations and Sailing Plan

#### *A1.4 Ferryboat Eureka*

**Action:** **Exhibit as Static Display**  
**Timeline:** **January 2014**  
**Responsible Person:** **Facilities Manager**  
**Funding:** **ONPS**

Rating	<b>C</b>
Preservation Goal	<b>A</b>
Level of Effort Required	<b>Daily maintenance – minor restoration</b>
Type of Operation	<b>Static Display</b>
Carrying Capacity	<b>Public Access – Max. 400</b>
FTE Requirement	<b>3</b>

**Comment:**

The vessel is in our base funded cyclic drydocking program requiring contracted drydocking services. Staff and contracted janitors provide daily maintenance and housekeeping. On going restoration and maintenance by staff include benches, engine spaces, equipment and toilets.

Short term, FY2004: The Park has received funding for A/E services to plan for the partial of the rehabilitation of the steam plant. It is desirable to rotate the paddlewheels.

- ADA requirements
- Update HSR
- Furnishings plan
- Consider restoration of the restaurant.

#### *A1.5 Steam Tug Hercules*

**Action:** **Operate and Maintain**  
**Timeline:** **January 2010**  
**Responsible Person:** **Facilities Manager**  
**Funding:** **ONPS**

Rating	<b>B-</b>
Preservation Goal	<b>A</b>

Level of Effort Required	
Type of Operation	<b>Operational Monthly</b>
Carrying Capacity	<b>Public Access</b>
FTE Requirement	<b>3</b>

Comment:

The vessel is in our base funded cyclic drydocking program on a 5 year rotation basis. When the ship becomes operational a shorter rotation may be required. The projected program includes the monthly pier-side operation and quarterly steaming on the Bay.

A visual condition assessment of the boiler is being performed that will help determine whether the boiler is repairable. Approximately \$ 20,000 will be needed however for NDT metallurgy inspections and replacement of the insulation.

FTE Requirement: Operating the vessel on the Bay will require a trained Captain, 4 deckhands, a Chief Engineer, Fireman, and oiler/wipers for engine room operations. Dockside interpretive operations of the steam plant will need a licensed Chief Engineer on-site.

- Update HSR as required.
- Develop furnishings plan.

*A1.6 Steam Schooner Wapama*

**Action:** **Stabilize and Maintain**

**Timeline:** **January 2010**

**Responsible Person:** **Facilities Manager**

**Funding:** **ONPS**

Rating	<b>F</b>
Preservation Goal	<b>C</b>
Level of Effort Required	<b>Line Item</b>
Type of Operation	<b>None</b>
Carrying Capacity	<b>None</b>
FTE Requirement	<b>1</b>

Comment:

The vessel has been permanently mounted on Barge 214. The barge is in our base funded cyclic drydocking program for every 10years. Existing staff provide inspections and minimal maintenance.

Long -term, FY2008 - A Line Item Program is being developed to provide a full weather enclosure for the ship. A full NEPA review will be required.

- Update HSR as required.

A1.7 Tug Eppleton Hall

**Action:** Exhibit as Static Display

**Timeline:** January 2014

**Responsible Person:** Facilities Manager

**Funding:** ONPS

Rating	C+
Preservation Goal	A
Level of Effort Required	Contract
Type of Operation	Static
Carrying Capacity	No Access – Public Display
FTE Requirement	2

**Comment:**

The vessel is in our base funded cyclic drydocking program. She is currently in need of improved daily maintenance.

Near –term, Relocate: Moving her to a more accessible berth alongside Eureka would result in a dramatic increase in daily maintenance. Existing staff can provide rehabilitation and daily maintenance after she is relocated to a safe berth. The Park staff can develop basic relocation plans. In the short term the Park may be able to relocate her using existing anchors and chain. If stabilizing piles are needed, a contractor will be required. Permits from BCDC and the Port of San Francisco may be required.

- Develop relocation plan, determine requirements
- Identify funding if necessary.

A1.8 Tubbs Cordage Building

**Action:** Preserve

**Timeline:** January 2014

**Responsible Person:** Facilities Manager

**Funding:** ONPS and regular cyclic funds

Rating	B-
Preservation Goal	B+
Level of Effort Required	Cyclic Painting
Type of Operation	Age of Sail - Administrative Offices
Carrying Capacity	Restricted Access - Age of Sail
FTE Requirement	1

**Comment:**

The building is currently being used as an office to support the contracted Age of Sail program. The interior space is maintained by the Age of Sail program.

It's exterior has been coated this year and is in the NPS regular cyclic funding program for painting every 5 years.

#### A1.9 Municipal Pier

**Action:** **Rehabilitate and Maintain**  
**Timeline:** **January 2008**  
**Responsible Person:** **Facilities Manager**  
**Funding:** **ONPS and Line Item**

Rating	<b>D-</b>
Preservation Goal	<b>B-</b>
Level of Effort Required	<b>Line Item Construction</b>
Type of Operation	<b>Public Pier</b>
Carrying Capacity	<b>Open Public Access</b>
FTE Requirement	<b>2</b>

**Comment:**

Daily maintenance is provided for by an existing contract with Golden Gate NRA for grounds and landscaping maintenance. This contract provides 5 FTE to the Park for maintaining Aquatic Park, Victoria Park, Jefferson Street, the beach and the Municipal Pier.

Long-term, FY 2008: A Line Item Construction Program funding request is being developed for the extensive repairs needed by this structure. A contract for advanced planning will be needed to develop repair alternatives, NEPA and compliance documents. Planning will be required to develop construction documents.

#### A1.10 Headquarters - Building E

**Action:** **Maintain**  
**Timeline:** **January 2014**  
**Responsible Person:** **Facilities Manager**  
**Funding:** **ONPS**

Rating	<b>B</b>
Preservation Goal	<b>B+</b>
Level of Effort Required	<b>Contract for Exterior Windows</b>
Type of Operation	<b>Administrative Offices</b>
Carrying Capacity	<b>Offices, Collections and Library</b>
FTE Requirement	<b>1.5</b>

Comment:

This building functions as Park headquarters for the Superintendent and staff. It also houses the collections and documents storage and a library. The Park custodial staff provides daily maintenance.

Contracted services will be needed for major exterior repairs, coatings and window replacements. A contract for advanced planning will be needed to develop repair alternatives, NEPA and compliance documents. Planning will be required to develop construction documents.

- HSR will be needed.

#### A1.11 Haslett Warehouse Building

**Action:** Concessions Lease  
**Timeline:** January 2014  
**Responsible Person:** Facilities Manager  
**Funding:** Contractor Operated and Maintained

Rating	A
Preservation Goal	A
Level of Effort Required	Minimal
Type of Operation	Hotel Lease
Carrying Capacity	Public Access
FTE Requirement	1

Comment:

An independent contractor has developed the building into a hotel. The contractor is responsible for operations and maintenance of the building and hotel. 1 FTE is required to monitor contract requirements and funding. Daily maintenance and operations are the responsibility of the hotel operator.

#### A1.12 Houseboat Lewis Ark

**Action:** Rehabilitate as Static Display  
**Timeline:** January 2014  
**Responsible Person:** Facilities Manager  
**Funding:** ONPS

Rating	B-
Preservation Goal	A
Level of Effort Required	Rehabilitation by staff
Type of Operation	Static Display
Carrying Capacity	Open Public Access

FTE Requirement	1
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Comment:

The houseboat is one of the static exhibits on Hyde Street Pier. Daily house keeping maintenance of the exhibit space is provided by our Collections Department.

Currently the Ark requires continued woodworking replacements of deteriorated wood. Repairs are within the technical capability of our shipwright staff and make a good interpretive project at the Hyde Street forepier. Funding required for wood and materials are minimal and within allotted base funding for preservation.

During the 1994 General Management Plan process one interpretive alternative discussed was the relocation of the Ark to a position just offshore of the current location of the Pilothouse Sea Fox. This location would require a contractor to move the Ark and the Sea Fox and possible pilings.

If the plan was to exhibit the houseboat over the water, additional pilings would be needed. Construction plans and documents would be needed as well as BCDC and Port permits. This contracted effort is Class C estimated at \$200,000 and require one year from project authorization.

- HSR
- Furnishings Plan

A1.13 Sala Burton Museum Building

**Action:** Maintain  
**Timeline:** January 2007  
**Responsible Person:** Facilities Manager  
**Funding:** ONPS

Rating	B+
Preservation Goal	A
Level of Effort Required	<b>Contract for Roof and Windows</b>
Type of Operation	<b>Open to Public &amp; Senior Center</b>
Carrying Capacity	
FTE Requirement	2.0

Comment:

This building has numerous functions such as a museum displaying artifacts, staff workspace and as a Senior Center. Maintenance of boilers, HVAC and electrical is provided by Facility staff and contracted janitors provide daily maintenance. The Association uses this facility for special events.

FY2005 – Line Item funding has been made available to provide contracted services for major repairs, to the roof and windows. NPS Denver Service Center is providing advanced planning and construction documents.

## TEAM 2

### A2. Collections + A3. Technical Skills Availability and Preservation

#### *List of Members:*

MaryJo Pugh

Taylor Horton

Mark Goldstein

Bill Doll

Judy Hitzeman

Lisbit Bailey

Dave Casebolt

David Hull

Steve Canright



Coordinator – Mary Jo Pugh

Team Members – Judy Hitzeman, Lisbit Bailey, Mark Goldstein, Dave Casebolt, Bill Doll, Taylor Horton, Sara Diamond, Dave Hull, Steve Canright, Kate Richardson

## A2: Preservation and Documentation of Collections

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
<b>Division Wide</b>				
Determine process for collections management plan and request funding. Update PMIS statement, list on Consolidated Call	Call Kent Bush to determine best strategy, MMP or CMP. Request outside team to do plan or do plan in-house like self-study and request review from outside team. Hitzeman to send draft of the CMP from Arlington House to all team members.	Dec 1 2003	Lead: Pugh Partner: Hitzeman	
Update Scope of Collections Statement for Museum Collections. Identify areas in all collections that are not fully represented and update the Scope of Collections Statement	Include documentation strategy and collecting for the future For Small Craft :Yachting (lack certain specimens) Fishing boats Recreational (example: duck hunting boats) Commercial (example: duck hunting boats)	June 2004	Pugh Partners: Acquisitions Committee	
Develop integrated disaster planning for all collections	Update GGNRA plan, identify priorities for recovery, purchase disaster recovery supplies, cross training in disaster recovery	Oct. 2004	Lead: Danford Partners: Supervisors	
Obtain photocopier for third floor	Network copier and digital scanner. Lease	Oct 2003	Lead: Goldstein, Hull, Pugh	
Obtain forklift for Alameda		ongoing	Lead : Pugh and Bell	

Request janitorial contract. Evaluate curatorial housekeeping programs in all collections departments and identify tasks for SOW.	Library, HDD, COMA in Building E. Small Boat shop on Pier, Collections side of Alameda warehouse Call Fred.	Oct 2003	Lead: Pugh Partners: Supervisors	
Implement and document all curatorial housekeeping	Library, HDD, COMA in Building E. Small Boat shop on Pier, COMA and Small Boat shop, Alameda	Dec 2003	Pugh and supervisors	
Review and update automated checklist program. Check on due date.	Library, HDD, COMA in Building E. Small Boat shop on Pier, Alameda, Visitor Center	Oct 2003	Pugh and supervisors	
Identify actions from checklist that can be done in-house with facilities that will increase percentage of goals met, and put in work orders for them.	Hitzeman will report % that she has reported for GPRA for last x years.	Oct 2004	Pugh and supervisors	

### **A2.1 Library**

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
<b>I. Acquisition</b>				
Assemble acquisitions planning group for library collections	Identify people from park, develop charter, determine relationship with acquisitions committee	June 2004	Lead: Davenport Partners: Acquisitions committee	
Write plan for developing and maintaining maritime library collections	Identify gaps, review periodical subscriptions, subscriptions to databases, newspapers on microfilm, indexes, cooperative collection development with CMA, CHS, Develop budget and acquisitions strategy	June 2005	Lead: Davenport Partners: Acquisitions planning group for library collections	
Develop plan for developing and maintaining library collections for staff	Identify gaps, review professional periodical subscriptions, subscriptions	Oct 2005	Lead: Davenport Partners:	

profession and technical support	to databases, develop budget and acquisitions strategy	2005	Supervisors	
Review and update oral history interviewing program	Update process to identify individuals to be interviewed and the questions to ask them. Develop priority order to interview and people to do interviews, Extend to staff as well as volunteers	Oct 2004	Lead: Hull  Partners: Acquisitions Committee	
Update Library Scope of Collections Statement	Including maritime periodicals. Include documentation strategy and collecting for the future	June 2004	Hull, Davenport, acquisitions committee	
<b>II. Preservation</b>				
Update binding plan for core periodicals and attach to strategic plan	List core periodicals and costs and schedules for binding them. Identify staff requirements	Oct 2004	Lead: Hull,  Partner Hernandez	
Create binding plan for other periodicals	List other periodicals and identify how each will be treated , cost and schedules for those that are to be bound	Oct 2005	Lead: Hull,  Partner Hernandez	
Develop point of use preservation plan for library and archival materials	Develop preservation checklist and means for recording findings for needed preservation actions when library collections and archival collections are requested for use. See NARA preservation tree in Pugh's book	June 2004	Lead: Davenport,  Partners: Hernandez, Bailey Horton, Casebolt, and Hull	
Develop preservation plan for oral histories	Consider whether to transfer to museum collections	Oct 2005	Pugh, Casebolt, Hull, Hernandez,	
<b>III. Documentation</b>				
Complete the inventory, retrospective	Project started 5 years ago	Oct 2005	Lead: Hernandez, ,	

conversion, data correction, and bar coding project for monographs and serials and migrate data to Voyager Integrated Library System		2005	Partners: Grace, Hull	
Plan for cataloging oral histories	If part of museum collections, develop PMIS for baccat program	Oct 1, 2004	Lead: Hull, Partners: Pugh, Hernandez	
Identify all backlogs in cataloging and indicate scope of work for each	Charts, periodicals, maps, newspapers,	Oct 1, 2004	Hull, Hernandez	
Develop PMIS statements for contract work	Delete all current PMIS statements and redo	Nov. 15 2003	Hull, Pugh	
<b>IV. Provide public access</b>				
Public services plan included in Team 3		March 2004	Lead: Pugh, Partners: Hull, Davenport	
Plan Coulter Exhibit		Feb 2005	Lead: Hull	

#### A2.2 Archives

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
<b>I. Acquisition</b>				
Develop and implement archives acquisitions strategy		Jan 2004	Lead: Horton , Bailey Partners, Pugh, Hitzeman	

Complete archives accessioning procedures manual	Review workflow to streamline and integrate the accessioning and processing of collections. Develop means to review proposed accessions and appraise before accessioning.		Lead: Horton , Bailey  Partners, Pugh, Hitzeman	
Develop and implement records management plan	NPS 19 approved. Develop strategy to organize records in offices and keep records in office until space and staff to process them. Locate space for park records center for records that will not be kept permanently	Oct 2004	Lead: Bailey  Partners: Superintendent, Managers, Supervisors	
Develop and implement de-accessioning plan	Review procedures for de-accessioning process for archival records with WASO Curator John Roberts	Oct 2005	Lead: Horton and Bailey  Partners: Hitzeman, Acquisitions Committee	
<b>II. Preservation</b>				
Complete Historic Documents Department Offsite Storage Plan	Identify and inventory collections for offsite storage. Microfilmed collections, low use collections, unprocessed collections that will not be processed in next 3 years	March 2004	Lead: Bailey and Horton  Partner : Davenport	
Bring storage of nitrate film to NFPA standards	NPS standard is to follow NFPA Standards, which were changed in 2001 to include sheet film.	Oct 2004	Lead: Danford, Campbell  Partner: Horton	
<b>III. Documentation</b>				
Complete "HDD Guide to Archival Description in ANCS+."		Jan 1, 2004	Lead: Horton and Bailey	



			Partners: Diamond, Pugh	
Develop training proposal for interns and details for NPS staff	Train NPS staff on ANCS+ Archival Module cataloging and archival processing at SAFR on SAFR collections	June 1, 2004	Lead: Bailey Partners: Horton, Diamond	
Develop and implement HDD Processing Plan for all unprocessed collections	Survey unprocessed collections, estimate level of processing, time and tasks for each (ONPS staff, contract, intern, volunteer.) Develop timetables and staff needed to meet % goals for collection level cataloging, series level cataloging, and if appropriate file unit and item cataloging level cataloging. Develop priority order for processing and schedules for processing.	Oct 2004	Lead: Bailey and Horton  Partner: Pugh	
Assess progress and establish benchmarks for backlog cataloging projects	2000 = Sept 30, 2005 2002 = Oct 2004 2003 = Jan 2004 – Sept 30 2005	Jan. 1, 2004	Lead Bailey and Horton  Partner: Pugh	
Develop conservation plan for archival holdings	Develop survey tool for identifying conservation needs and means for documenting findings. Integrate into workflow for processing collections. Determine schedule for analyzing data, creating summary reports, and developing plans for conservation actions	Oct 2005	Lead: Horton and Bailey  Partners: Casebolt	

Survey previously processed collections to determine work to bring to current standards. Review PMIS package.	Survey processed collections, estimate level of processing, time and tasks for each (ONPS staff, contract, intern, volunteer.) to bring to appropriate level of processing. Develop timetables and staff needed to meet % goals for collection level cataloging, series level cataloging, and if appropriate file unit and item cataloging level cataloging. Develop priority order for additional processing.	Oct 2006	Lead Bailey and Horton Partner: Pugh	
<b>IV Electronic Access</b>				
Update template and program for exporting ANCS+ archives module to Online Archive of California and train staff to use it.	Build it into workflow so that all collections cataloged henceforth will be exported.	Jan 1, 2004	Lead: Horton	
Develop retrospective conversion plan for migrating data from legacy systems to ANCS+ archives module	Link to priority order developed for previously processed collections. Identify time and skills needed to do recon.	Oct 2006	Lead: Horton and Bailey	
Develop standards for digital images to be used in catalog records and OAC/EAD finding aids.	Review and prepare SOP for digitizing photographs, plans, and documents from the museum collections. Needs to address standards for image files, metadata and intellectual property.	Oct 2005	Lead: Horton, Campbell, and Danford	
Create business plan for reproduction of archival holdings	Including photographs, large format copying, photocopying, digital copying, plans packages	Oct 1, 2004	Lead: Horton, Partners: Pugh, Danford, Campbell, and Davenport	
Write summary report of work of photo lab.	Analyze existing statistical data, <del>document work anticipate competitive</del>	Mar 2004	Lead: Danford and Campbell	

	document work, anticipate competitive outsourcing demands	2004	Campbell Partner: Pugh	
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### A2.3 Small Boats

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
<b>I. Acquisition</b>				
Identify boats that might be deaccessioned	Survey will identify boats that are duplicate, deteriorated, or better specimens are now available	June 2005	Lead: Doll  Partners: Acquisition Committee	
<b>II. Preservation</b>				
Develop a survey tool for small craft.	Build on the Museum Small Craft Association checklist that can be used in the ANCS+ database format.	January 04	Doll	
Survey each small boat	Identify a preservation goal for it Create minimal catalog record with preservation goal Identify boats for which additional documentation is necessary and Identify goal for the level of documentation	January 05	Doll	
Stabilize each boat, provide structure to retain shape	Provide minimal stabilization actions for each boat	June 05	Doll	
Further stabilize each boat to its preservation goal	Develop a work program for stabilization, preservation, or restoration as appropriate. Seek funds through PMIS as necessary	January 06		
<b>III. Documentation</b>				

Provide additional documentation	Measure and take lines, historical research to see what documentation already exists, photography	January 07	Doll	
Complete cataloging in ANCS+	Catalog is posted on WebCat	Oct 05	Doll and Hitzeman	
Publish catalog of small craft	History, context, interpretation, significance and role	Oct 06		
<b>IV. Provide public access</b>				
Develop display/storage strategy to make boats available for public  for each boat, make a decision on...	<ul style="list-style-type: none"> <li>▪ Specimen</li> <li>▪ Viewable</li> <li>▪ Documented</li> <li>▪ Replicas</li> <li>▪ Sea-worthy</li> <li>▪ Available for self-directed research</li> </ul>	Oct 06	Doll	

#### **A2.4 Artifacts**

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
<b>I. Acquisition</b>				
Identify items that might be deaccessioned in priority order, in conjunction with SOCS	Out-of-scope, duplicate, deteriorated, better specimens now available	Oct 2004	Lead: Hitzeman  Partner Acquisitions Committee	
<b>II. Preservation</b>				
Develop preservation maintenance strategy for historic vehicles with Facilities Division List, survey, develop maintenance and documentation plan for each.	Olson has template. Judy will check collection files for existing data.	Oct 2004	Casebolt , Pugh, Hitzeman,  Partners: Olson, Kier, first meeting Oct 9, 2003	
Develop preservation maintenance plan with Facilities Division for preservation for	Examples: Petaluma wheel, Sea Fox, <del>Gallilee Otter engines on pier</del>	Oct 1 2004	Casebolt , Pugh, Hitzeman	

macro artifacts: List, survey, develop preservation maintenance and documentation plan for each.	Gallilee, Otago, engines on pier, artifacts in Aquatic Park,	2004	Hitzeman, Partners: Olson, Kier,	
Develop work order system with Facilities Division for consultation and documentation of work done on macro artifacts.	Use Maximo, adapt it to identify as a museum object, work to be approved by Conservator, documentation created for collection file	Mar 30 2004	Lead: Pugh, Casebolt Partners Bell, Houck	
Survey, assess security system, document environment for San Bruno storage and 937.	Identify how to move these artifacts if necessary	June 2004	Lead Casebolt and Pugh	
Identify impacts and mitigate line item construction on artifacts in Museum Building	Building will close to public on May 1, 2005	Oct 2004	Lead: Casebolt Partners Kier, Everett	
Update PMIS statement for conservation of paintings for 04 consolidated call.	Review surveys of paintings, assemble team, and identify the top priorities for existing PMIS statement	Dec 1, 2003	Casebolt and Pugh	
Plan for reorganization of cabinet drawers and shelves to improve preservation		Oct 2005	Hitzeman, Casebolt Sue	
<b>III. Documentation</b>				
Identify cataloging needs for off-site items and estimate time for project plan	Check with Stephanie Toothman to see if rest of project is funded	Jan 2004	Pugh and Hitzeman	
Plan for needed photography of artifacts, identify projects:staff, volunteers, interns.		Oct 1, 2004	Hitzeman, Leigh	

Request Team 3 to incorporate furnishing plans in their plan. Determine use of museum objects in interpretation of historic structures.	Furnishing plans to use a cross disciplinary effort of historians, exhibit staff, and collections staff. Determine period, accuracy, use of replicas, etc. Plans also a tool for acquisitions plan	Sept 2003	Pugh	
<b>IV. Provide public access</b>				
Update access policy		Jan 1, 2004	Pugh, Hitzeman, Superintendent	

### **A 3. 1 Technical Skills**

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Identify core work, current hours, needed hours	Use template developed for BARC	March 2004	Lead: Pugh Partners Supervisors	
2. Prepare a technical skills availability plan	List all needed skills and methods for obtaining them: in-house, contract, training,	March 2004	Lead: Pugh Partners Supervisors	
2. Develop a plan for utilizing volunteers and interns		Oct 2004	Lead: Pugh Partners Supervisors	

### **A 4 Storage facility**

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
<b>Long term</b>				

Develop a historic resources storage strategy.	long term alternatives for the Park for all collections. Alameda lease expires 200???????		Region and Superintendent (Collections Manager)	
Plan for climate-controlled secure storage facility with adequate expansion for 20 years.	To prevent further degeneration of small boats and all other collections, to remove collections from work areas,	Dec 2005	Collections Manager and Superintendent	
Move tenants from second floor as directed by Regional Director on March 2001	Regional Director directed GOGA to move tenants to space to be vacated by Mexican Museum in Oct 2003, which has not yet built its new building	TBD	Superintendent	
Plan and execute move of historic documents storage to Building E, North Wing space.	Move tenants from second floor as directed by in March 2001. GOGA directed to move tenants to space to be vacated by Mexican Museum in Oct 2003.	TBD	Lead: Pugh, Horton, Bailey	
Complete A/E for historic documents on second floor:	\$450,000 Project on R/R for 2008, Moved from 2004, space not available	2006	Pugh with Facilities	
Move library processing and conservation area from mezzanine to third floor				
<b>Short term actions</b>				
Develop PMIS statements for compact shelving on third floor	Identify useful modules (areas), determine shelving plans for them, get costs	Dec 2003	Lead: Horton, Davenport Partners: Bailey, Hull, Pugh.	
Review and update PMIS statement for lifts to mezzanine	See YOSE bally unit.	Dec 2003	Pugh Horton, Bailey, Hull,	
Identify and budget for climate controlled secure off-site storage for archival collections	Atthowe, ShipArt, other commercial vendors	Oct 2003	Pugh Partners: Horton, Bailey	
Install security system at Alameda	No security now, R/R for 200?		Pugh and Hayman	

Re-examine environment at Alameda. Identify and fund short term actions to improve Alameda climate		Nov 2003	Lead Pugh Partner Facilities	
Plan to create microclimates in Alameda for archival records	Examples, insulated pallet boxes, Bally unit	Nov 2003	Lead: Bailey, Casebolt	
Consolidate large items at Alameda	Prepare move from 937. Contract with moving company for large items, Prepare Alameda space for them	Jan 2004	Lead: Casebolt	

## TEAM 3

### B1. Public Awareness + B3. Visitor Appreciation and Stewardship

#### *List of Members:*

John Cunnane  
Marc Hayman  
Lynn Cullivan  
Mark Neuweld  
Taylor Horton  
MaryJo Pugh  
Amy Hosa  
Steve Canright  
Richrd Everett  
Christine Baird  
Bill Doll  
Chris Jannini

# TEAM 3

## B1 Public Awareness

### *B1.1 Public Relations*

**Action:** **Develop a Public Relations Plan**  
**Timeline:** **June 2004**  
**Responsible Person:** **Public Information Officer**  
**Funding:** **TBD**

- Purpose: long-term positioning of the Park
  - Specific Market Services
  - Public Relations
    - Marketing Plan
    - Themes, messages, target audience, vehicles of communication
    - Message consistency
    - Media spokesperson
    - Advertising
    - Clearing-house/contact person for disseminating information
- Collateral Material
  - Inventory collateral material
  - Designate staff
  - Identify space, equipment, and other resources
  - Printed material: brochures for each department/division
  - Clearing-house/contact person for disseminating information
  - Press package and interpretive brochures in different languages
- Identify things that can and those that can't be done in-house. Cynthia B. can help with the later. Work with Cynthia to develop a Public Relations Plan in October

### *B1.3 Website*

**Action:** **Website Development Plan**  
**Timeline:** **September 2003**  
**Responsible Person:** **Existing staff**  
**Funding:** **Base funding**

- Design template from NPS
- Public relations element
- Interpretation and education element
- Assign responsibility for carrying out the task of uploading and maintaining the site

#### *B1.4 Signage*

**Action:** Implement complete Signage Plan (Message Project)  
**Timeline:** January 2006  
**Responsible Person:** Exhibit shop  
**Funding:** Project money for 2004

- Information and educational element

#### *B1.5 Media Placement*

(incorporate into B1.1 Public Relations)

#### *B1.6 Park Messaging*

(incorporate into B1.1 Public Relations)

#### *B1.7 Physical Design*

**Action:** Develop a Physical Design Plan  
**Timeline:** TBD  
**Responsible Person:** TBD (Committee – Amy Hose, Richard Everett, John Cunnane)  
**Funding:** Base funding, project

Step 1: Inventory existing physical design plans

Step 2: Identify physical design areas and needs (i.e. architectural/landscape design for HSP forepier, Cable Car area, lower Van Ness Ave., Municipal Pier)

#### *B1.8 Visitor Survey*

**Action:** Conduct Visitor Survey Every 5 years  
**Timeline:** August 2004  
**Responsible Person:** Marc Hayman  
**Funding:** Base funding

Step 1: Analyze previous major survey

Step 2: Develop appropriate survey questions

### B3 Visitor Appreciation and Stewardship

#### *B3.1 Interpretation and Education Plan*

**Action:** Update Interpretive and Educational Plan  
**Timeline:** April 2004  
**Responsible Person:** Chief of Interpretation and Resource Management  
**Funding:** Base funds

- High priority, comes before Public Relation Plan and Publications Plan

#### *B3.2 Demonstration Areas*

**Action:** Develop a Demonstration Areas Plan  
**Timeline:** August 2005

**Responsible Person:** TBD (committee – Richard Everett, Amy Hosa, Mark Neuweld, Chris Jannini, Charter Kays, and Chris Edwards)

**Funding:** Base funding

Step 1: Inventory existing demonstration areas

Step 2: Identify preferred demonstration activities and public component

Step 3: Identify staff needs (i.e., interpretive training for maintenance staff)

**Definition:**

**Demonstrations and Performing Arts**

This category is for on-site, pre-planned presentations designed to showcase a skilled process.

- **Historical Demonstrations** include but are not limited to programs that demonstrate activities such as blacksmithing, glass making, wood working, wood stove or open hearth cooking, machine or hand sewing, machine operation, historic weapons firing, traditional skills, flint knapping, weaving, or basket making. First and third person living history programs that demonstrate a skill are included here. this category does not include first or third person period clothing tours or talks unless a demonstration is the primary theme of the program. Tours, talks, and informal interpretation in period clothing should be included either in the “Informal Interpretation” or “Formal Interpretation” categories.
- **Recreation Safety/Skill Demonstrations** include but are not limited to programs dealing with activities such as safe boating, fishing, backpacking, rock climbing, snowshoeing, or bird watching.

*B3.3 Exhibits*

**Action:** Update and develop Strategic Exhibits Plan

**Timeline:** June 2004

**Responsible Person:** TBD (committee – Richard Everett, Amy Hosa, Steve Canright, Mark Neuweld, Mark Hayman, and Mary Jo Pugh)

**Funding:** Base funding, project, Association

Step 1: Inventory existing/upcoming exhibit projects

Step 2: Identify priority and timeline

Step 3: Identify staff needs including need for “Project Groups”

*B3.4 Non-personnel Interpretive Services*

(incorporate into B3.1 Interpretation, Educational, and Recreational Activities)

*B3.5 Publications*

**Action:** Develop a Publications Plan

**Timeline:** July 2004

**Responsible Person:** Public Information Officer

**Funding:** Base funding, Association

Step 1: Inventory existing publications

Step 2: Identify gaps

Step 3: Identify staff needs

Step 4: Identify priority publication (something to do till the Plan is in place)

#### *B3.6 Events*

**Action:** Develop a Special Events/Programs Plan  
**Timeline:** May 2004  
**Responsible Person:** TBD (Bill Doll, John Cunnane, Lynn Cullivan, Kathy Daskal, and Peter Kasin)  
**Funding:** Base funding

Step 1: Inventory existing special events/programs

Step 2: Identify event categories (i.e. produced by park, produced with partners, produced by permitted outside group)

#### *B3.7 Curriculum-based Education Programs*

**Action:** Develop an Integrated Park Education Activities Plan  
**Timeline:** June 2004  
**Responsible Person:** TBD (Committee - Christine Baird, David Hull, Chris Jannini, and Leslie Graham)  
**Funding:** Base funding, Association

Step 1: Inventory existing curriculum-based Education Programs

Step 2: Identify gaps

#### *B3.8 Reference Services*

**Action:** Develop a Park Library Reference Services Plan  
**Timeline:** March 2004  
**Responsible Person:** TBD (Committee – Mary Jo Pugh, David Hull, Chris Edwards, and Steve Davenport)  
**Funding:** Base funding

Step 1: Inventory existing policy and procedures for reference services

Step 2: Identify gaps

Step 3: Establish and conduct regular user evaluation

#### *B3.9 Workshops*

(incorporate into B3.6 Events)

#### *B3.10 Lectures*

(incorporate into B3.6 Events)

**Next meeting:**

## TEAM 4

### B2. Park Facilities

#### *List of Members:*

Rob Kier  
Michael Bell  
Marc Hayman  
Jeanne Haugh  
John Conway  
Tim Przygocki  
Dave Casebolt

**BOCCI Court**

<b>Strategy/ Action</b>	<b>Discussion</b>	<b>Time Frame</b> <b>Short=&lt;2yrs.</b> <b>Medium=2-5yrs.</b> <b>Long=&gt;5yrs.</b>	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
Presnt/Cond (B)-Des/Cond(B) Develop Maintenance & Preservation Plan	Advocate and push PMIS # 96848, identify as feature in APNHD (CLIR) and plan accordingly.	Short	Senior Staff & Bocci Assoc., Park Facility Management	Base & Cultural Cyclic

**Sea Scouts**

<b>Strategy/ Action</b>	<b>Discussion</b>	<b>Time Frame</b> <b>Short=&lt;2yrs.</b> <b>Medium=2-5yrs.</b> <b>Long=&gt;5yrs.</b>	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
Presnt/Cond (D)-Des/Cond (B) Determine current/ future programmatic use. Develop upgrade plan for egress, fire prevention for current and/or future use.	Advocate and push PMIS # 96848, identify as feature in APNHD (CLIR) and plan accordingly.	Short	Senior Staff, Sea Scouts Park Facility Management	Base, R&R Reg. Cyc

**Alameda Warehouse**

<b>Strategy/ Action</b>	<b>Discussion</b>	<b>Time Frame</b> <b>Short=&lt;2yrs.</b> <b>Medium=2-5yrs.</b> <b>Long=&gt;5yrs.</b>	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
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Presnt/Cond (C)-Des/Cond (C)  
Sen. Staff conduct comprehensive study to address whole facility.

**Building 937/ 1185**

Strategy/ Action	Discussion	Time Frame Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
Determine current & future oper./ storage space needs. Look for new facility replacement and/ or incorporate into shipwright shop and/ or additional structure on HSP	Long term lease w/ Presidio seems highly unlikely at this time	Short/ ASAP	Senior Staff- Facilities Management/ Shipwright	Base &/ or R&R

**Fore Pier Building - (Formerly Maritime Bookstore)**

Strategy/ Action	Discussion	Time Frame Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
Presnt/Cond (B+)-Des/Cond (A) Determine /finalize use of structure in conjunction with fore pier plan.	Structure is currently in use with Assoc. Bookstore. Future use TBD	Short	Senior Staff - Park Fore Pier Committee Facility Management	Base and Regular Cyclic

**Dry Dock**

Strategy/ Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
Present/Cond (B)-Des/Cond (B)		Short=<2yrs. Medium=2-5yrs. Long=>5yrs.		
Continue use lease under Terms & Conditions of Federal Contract	None	Five/Ten year lease	Park Management/ Park Contracting Officer	N/A

#### Library Reading Room

Strategy/ Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
Develop new or upgrade existing PMIS for utility, furnishing plan & required ADA access.		Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Senior Management Library and Assoc. Facility Management	Fee Demo Base Library Assoc.

#### Hyde Street Pier

Strategy/ Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
Present/Cond (C)-Des/Cond (A) Regular Cyclic funding	Piers existing structural Deficiencies shall be addressed	Long	Park Management/ Facility Management	Regular Cyclic

to address structural  
needs

through 10 year regular cyclic.  
Over-all aesthetics should be  
laid-out through park management  
review with park partners.

Fisherman's Wharf  
Merchants / Park Partners &  
Neighborhood Groups, POSF

R&R, Base

#### Hyde Street Pier Restrooms

Strategy/ Action	Discussion	Time Frame Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
Presnt/Cond (A)-Des/Cond (A) Long term maintenance addressed through Regular Cyclic Funding basic repair through in-house labor.	N/A	Long/ Short	Park management/ Facility management	Regular Cyclic Base

#### Small Boat Shop

Strategy/ Action	Discussion	Time Frame Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
Presnt/Cond (A)-Des/Cond (A) Long term maintenance addressed through Regular Cyclic Funding Basic repair through in-house labor and base funds	Develop small low cost packages to upgrade such things as lighting dust collection, shop floor and clad the exterior surfaces of the butler build. w/ board and batten.	Short/ Long	Park management Facility management Collections management	Base R/ R Regular Cyclic



### Office Space

Strategy/ Action	Discussion	Time Frame Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
Presnt/Cond (C)-Des/Cond (A)		Medium	Park Management Facility Management	Base R/R
Identify and list offices throughout park, confirm present and future office space needs, identify structural utility, IT upgrade requirements				Special Funds for IT needs

### Visitor Center

Strategy/ Action	Discussion	Time Frame Short=<2yrs. Medium=2-5yrs. Long=>5yrs.	Lead Responsibility & Principal Partners	Potential Funding Sources
Presnt/Cond (A)-Des/Cond (A)		Short/ Long	Park Management Facility Management	Hotel lease \$\$\$
Develop in-house and vendor long term maintenance plan. Investigate viable special fund sources or hotel lease revenue streams for Future upgrades			Park Association	Special Funds



## **Strategic Initiatives**

<b>Strategic Action</b>	<b>Discussion</b>	<b>Time Frame</b>	<b>Lead Responsibility &amp; Principal Partners</b>	<b>Potential Funding Sources</b>
		Short=<2yrs. Medium=2-5yrs. Long=>5yrs.		

## TEAM 6

### C2. Partnerships + C3. Funding

#### *List of Members:*

Jeanne Haugh  
Marc Hayman  
Kate Richardson  
Lynn Cullivan  
MaryJo Pugh  
David Hull



Coordinator – Jeanne Haugh

Team Members – Marc Hayman, Kate Richardson, Lynn Cullivan, MaryJo Pugh, David Hull

#### C4: Partnerships

Strategies/Actions	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Work with Maritime Park Association to define projects of mutual interest	Identify potential projects: Publications, research center, web site, programs, projects, advocacy, fund raising, audio tours, small boats catalogue, products in V/C retail space	January 2005	Senior Management Team	ONPS
2. Identify role for partners – functions that Park can't fund through base funds	Identify potential projects: produce catalogue for potential partners to choose projects from (Park Needs Catalog)	July 2004	Senior Management Team	
3. Build a partnership plan (in consultation with Association and other partners)		January 2005	Senior Management Team	

**C3 Funding**

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Develop Strategy to Fund Core & Non-Core Functions in the park	Define function/work to be accomplished. Senior managers to collect subcommittee reports Assess core functions/look at costs/identify funding sources Assess non-core functions/look at costs/identify funding sources	December 2003 and quarterly thereafter	Senior Managers	ONPS Special Project Funding
2. Develop Commercial Services Plan for park	Request assistance from NPS Administrative Program Center in Denver	July 2004	Senior Managers	ONPS

## TEAM 7

### C4. Management Tools, Systems, and Processes + C5. Staff Satisfaction

#### *List of Members:*

Kate Richardson  
MaryJo Pugh  
Jeanne Haugh  
Judy Hitzeman  
Tim Przygocki  
Lucas Kary  
Erik Olson  
Lisbit Bailey  
Dave Houck

Coordinator - Kate Richardson

Team Members - Mary Jo Pugh, Jeanne Haugh, Judy Hitzeman, Tim Przygocki, Lucas Kary, Erik Olson, Lisbit Bailey, Dave Houck

## C4: Management Tools, Systems and Processes

### ***C4.1 Information Technology***

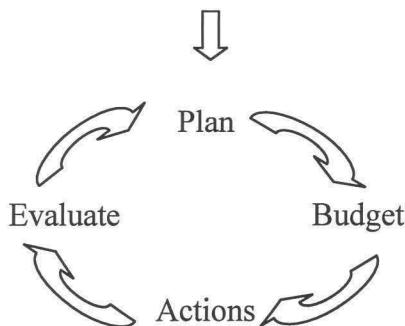
Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Develop an information technology plan	Plan, budget, and priorities	January 04	Jeanne Haugh	ONPS
Identify user needs and software applications	What work we need to do and how do we do it?		Lucas Kary	ONPS
Identify infrastructure hardware	Backup, archiving, servers, security		Lucas Kary	ONPS
Identify workstation hardware	Individual workstations		Lucas Kary	ONPS
Identify support, training,	Tasks and management responsibilities		Lucas Kary	ONPS

## C4.2 Management Processes and Procedures Documentation

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Identify key processes and procedures to document	Set priorities for selecting activities to document by requirements for: legal mandates, safety, resource preservation, Return on Investment	January 05	Senior Staff	ONPS
Identify key processes for preventative maintenance procedures for all historic structures in A1 and document them.	As maintenance actions come up in Maximo, ensure that they are documented in procedures SOPs	January 05	Ships & Facilities Manager	
Identify key processes for preventative maintenance procedures for all collections in A2 and document them: artifacts, archives, library, and small craft.	Collect existing procedures, incorporate Museum Management Handbook, adapt as necessary	January 05	Collections manager	
Identify key operating procedures for mechanical systems and document them	Both for structures such as boiler in the museum building, and for vessels such as steam engine on Hercules	January 06	Ships & Facilities Manager	
Identify key operating procedures for vessels and document them	mooring, moving, drydocking, sailing, etc.	January 06	Ships & Facilities Manager	
Identify key operating procedures for equipment and document them	crane, forklift, metal shop etc.	January 06	Ships & Facilities Manager	
Expand reporting process	Assess logs for vessels, daily logs (who is reporting now, to whom) use of Maximo to generate reports,	January 05	Ships & Facilities Manager	
Document Compliance procedures	Define what treatment actions require compliance before action. List steps that must be followed.	January 04	Superintendent	
2. Establish Records management plan for central filing system	Identify all documents regardless of form including audio visual and electronic documents, filing structure for central files, retention periods. Adapt DO 19 for SAFR local conditions	January 04	Supervisory Archivist	ONPS
Create SOP's for staff and develop training for records management	For all staff creating records to be filed in the central filing system, including training on when	April	Supervisory Archivist	

records management	an email is a record	04		
Review other filing systems in park for records kept elsewhere and establish records management plan for them.	Determine locations of individual and site files	April 04	Supervisory Archivist	

#### C4.3 Strategic Planning Review

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Establish a planning cycle and timeline for Strategic Plan review and update	<p>Vision</p>  <p>Plan</p> <p>Budget</p> <p>Evaluate</p> <p>Actions</p>	Quarterly	Senior Staff	ONPS
Review all actions plans		December 03	SPCC	
Set priorities, dates, and budget		January 04	Senior Managers	
Review status of strategic & action plans		March 04	Senior Managers	
Review status of strategic & action plans		June 04	Senior Managers	
Review action plans		Sept 04	Senior Managers	
Review action plans				



## C5: Staff Satisfaction

### C5.1 Staff Development, Training and Capacity-building

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Funding Sources
1. Evaluate needs and capacity				
Develop an Individual Development Plan for each employee. Supervisor will submit it as part of FY 04 performance standards.	See competencies for each occupational group identified by NPS. See also Calendar of Events in <i>Heritage News</i> , online at <a href="http://heritagenews.cr.nps.gov/">http://heritagenews.cr.nps.gov/</a>	Dec 31, 2003	All employees and supervisors	ONPS
All new employees participate in NPS Fundamentals program. Other employees encouraged to participate.			Human Resources/ Supervisors	ONPS
Park will buy memberships in professional organizations relating to the work of the Park.		ongoing	Supervisors to recommend to Kate	ONPS
Each division will have a specified amount for travel and training.	In budget	January 2004	Senior Managers	ONPS
Identify all mandatory training and tracking software	OSHA, supervisory, safety, certifications, NPS Fundamentals, licensing	Feb 2004	Team 7	ONPS
Identify cross training opportunities in Park and training opportunities with other parks		Jan 2004	Team 7	ONPS
Identify equipment needed for training in Park and partner with GOGA/SF Bay Network	“Tel” station; GOGA IT training site in Bldg 101; identify GOGA training coordinator, computer lab in GOGA or senior center,	Jan 2004	Team 7, Supervisors	ONPS
Finalize Park Incentive and Recognition Program and Implement	Update draft SOP	Jan 2004	Administrative Officer & HR	ONPS
Identify Subject-matter training needs		On-going	Education	ONPS

			Committee & Principal Librarian	
2. Develop a training and capacity-building program	Identify desired skill and technical needs. Identify areas for succession.	Jan 2005	Human Resources/Supervisors	ONPS, Service-wide training grants

### **C5.2 Position Management Plan**

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Complete position evaluation				ONPS
Hire human relations specialist		January 2004	Jeanne Haugh	
Complete position evaluations		June 2004	Human Relations specialist	
Assess gaps in the organization		Jan 2005	Action teams, Senior Staff	
Determine how to shift to organization of the future		Jan 2005	Senior Staff	
2. Develop a staff position management plan		Sept 05	Human Relations specialist	

### C5.3 Internal Communication Strategy

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Develop methods to enhance internal communication				
Continue meetings for communication and share minutes	All staff, senior managers, joint managers and supervisor meetings. Continue monthly report	On-going	Superintendent	ONPS
Encourage all employees to use email	Restructure email so that it can be used anywhere, - central user stations, obtain additional workstations, institute training for employees who do not use email,. Give employees time to read email.	June 2004	Administrative Officer	ONPS
Establish park intranet for park internal information	SAFR staff directory with photos and information, org chart, description of department roles and responsibilities, links to other sites	January 2005	Administrative Officer	ONPS

Next meeting Sept 8, 1:00

## C5.4 Safety Improvement Plan

Strategy/Action	Discussion	Time Frame	Lead Responsibility & Principal Partners	Potential Funding Sources
1. Identify safety standards to comply with	Delegate to Central Safety Committee and subcommittees			
2. Evaluate safety levels at Park	Delegate to Central Safety Committee and subcommittees			
3. Develop a staff safety improvement plan	Delegate to Central Safety Committee and subcommittees			